To: Ruth
From: Mike, 10/14/94
Re: Job Description

The following is a partial list of jobs which I have been doing or which need to be done. Most of them don't fall under WER or what I would understand to be the job of the Publisher (or "Associate Publisher") or Circulation Manager. I'll simply call them "Administrator" or "Point Administration." I don't need to do them. But if I am the responsible person, that needs to be reflected in my job description and title, and I need time to do them. If I am not the person responsible for them, we need to know who is.

A few of these jobs will become more Katie's responsibility in the coming weeks. But, she is here only two days, she is not a staff person, and she should not be charged with making administrative decisions. Some *look* like one-time shots, but my experience in the last month is that others like them continue to be born as soon as these are slain.

Business Office

- Supervise Katie
  Set priorities, give assignments, answer questions, make decisions, review work

- I have been paying bills and directing deposits while Katie gets established and caught up in neglected record-keeping and computer input; this will continue for at least a short time

- Oversee shifting funds among existing accounts

- Update and keep bank records and check-cashing resolutions and signing cards current [again: another example of something that looks like a simple job taking a half-hour and ends up in a long not-yet-completed search for corporate seal and corporate book, time spent tracking down board members for signatures, etc., etc.]

- Taxes: somebody needs to stay on top of, even if the WELL-sale brouhaha settles down

- Insurance: another morass to be waded through, including figuring out what was done before Colleen, what was done by Colleen, what still needs to be done, how the September layoff affects liabilities and payments

- Brock Meeks Fund: another "small" issue which ends up looking like a potential minefield and taking considerable time to sort out

- Loans to staff members (doesn't look like much, and is *almost* all in hand now, but took actual time to do when it came up; other unpredictables are sure to come up, and we just need to know who is supposed to do them)

- Credit-card deposit backlog, including assessment and decision about using machine Reed ordered (did we pay for it? how much does/did it cost? is it worth it for the volume we do?)

- Create, back-figure non-existent sales-tax records

- Potentially giant job re reconstructing the PacTel Meridian situation and seeing what if anything we owe; Colleen took this on, but I suspect won't end up doing it

Budget and Cash Flow Management

- Work with Ruth on non-WER portion of total Point budget

- Management of non-WER expenses, or expenses shared between WER and Point
  Oversee Katie's creating accurate, time-sensitive payables list
  Set priorities, schedule for paying overdue (many long overdue) bills
  Coordinate with proffered offer to help from Beau's friend David Herd
  Make decisions about which bills to pay
  Contact creditors, establish payment schedule
  Field hostile inquiries, threats from creditors
  Correlate budget and cash-flow realities

- Receivables
  Get a handle on this, now that Reed has evaporated
  Do or direct someone in dialing for dollars

Facilities

- Contact person for Losk & Associates

- Lease questions

- Someone had to oversee clearing out of 3E (a couple of days work + coordination of volunteers), figuring out what bill means (how utilities are figured, e.g.), doing paperwork for Stewart sub-lease; etc., etc. In upcoming set of job descriptions, who would be expected to do that?

- Container, container rental, negotiating with Colleen about rent and then moving out of Sumser container, directing move into new container, going and getting a lock for new container, etc.: doesn't look like a WER/Publisher sort of job; whose is it?

- General state of facilities, trash, recycling, etc., etc., etc.

- Equipment inventory

Miscellaneous

- Who oversees reception, reception area, phone schedule, mail pick-up, faxes, email?

- Contracts: care and feeding of physical contracts and being sure we stay in conformance with Real Goods, Harper SF, Fulco, Eastern, Legacy, Whole Earth Radio, Losk and Co., others perhaps not yet remembered or yet to come

- Supplies; inventory, purchasing decisions and approvals

- Everything else I've forgotten

MWEC

There is an end to this, but we're not there yet

- Pay balance of contributors

- Comp copies and paid-for copies to contributors, purchasers, volunteers

- Purchases through Point offices, esp. if ad in WER 84 generates major interest

- Maintain oversight of inventory, including board-member requests for books or requests to send books pronto to reviewers

- Books to people we want to cultivate

- Obligations to Catalysts; should have been completed already (these people were promised "first off the press" copies), but there is a horrendous mess and a large discrepancy between the Fulco print-out and Point's corporate memory of the number and size of donations received. Yet to be resolved

- Tear sheets to 175 contributors

- Tear sheets to 1300+ reviewees — **big job** — plus send "Buy a book. No, buy 10 books" letters to accompany tear sheets

- Continue to deal with HarperSF, Howard, Jerry, Tano, Clean Well-Lighted Place, Cooper-Hewitt and others too numerous to mention re events, Howard's book tour, other publicity, other stuff yet to come

- Respond if necessary to flood of interest, inquiry after book hits streets and reviews appear